

principles reflecting my values included universal integrity on any aspect of the programs, reliance on professional expertise and advice from the project office's military and civilian members, operating financially "in the black," and building high-performing and inclusive teams internal and external to the project office.

The command climate on an individual level is where all project team members, including prime and support contractors, are expected and empowered to fully use their intellect, education and experience. While fostering creativity, this environment enables project office members to challenge contentions and premises through a vertical and horizontal dialectic.

Day-to-Day Leadership

I chose to rate the deputy project manager, each of the product managers (LTC) and division chiefs (NH-IVs) so these seven individuals were equal in access and authority with the project manager. Naturally, the Deputy PM was the most senior civilian in the project office with requisite expertise on civilian matters. There are many variations on how to set up the relationship of the PM and the intermediate leaders depending on the program phase, tempo and individual capabilities.

Through this small unit leadership of the PM and seven direct reports, issues in products and business, engineering and logistics were of equal importance between function and output. We established a check-and-balance relationship. While the product managers were responsible for cost, schedule and performance, the division chiefs had equal responsibility for quality, resource allocation, professional development and projectwide integration in their functional areas.

The PM must understand the tempo and force of decision making. When a decision is made, it should be treated as an order with appropriate commitment and gravity. The leader sets the stage with how decisions are made and, once understood, uses that template to process projectwide decisions. One central theme in my decision discussions is using fact-based analysis from subject matter experts' bearing on the problem. My expectations for the product and functional leads in a decision brief required them to discuss as experts in their areas and consideration of the associated implications in other products or functions.

A few other leadership traits of successful PMs include being visible inside and outside the project office. My personal favorite was walking through the whole project office once or twice a week when in town to see each individual. A second trait is what makes you laugh. For me it was humor in the

absurd, especially exaggeration and hyperbole. Third is in what areas do you take a distinctly personal interest? An area you devote a disproportionate time will permeate the project office and associated activities. Mine was the science and technologies within the Army and throughout DOD attributed to UAVs because these are the seed corn of countless good ideas, distracters and program constituent interests.

The Army assigns commensurate authority and responsibility to its product and project managers to accomplish Army-wide goals. The PM is the leader of this change mission who needs to describe, communicate and commit through intent and process the means to execute the mission. The PM has to develop a 3-D view of the internal and external factors, including personal and organizational dynamics, to achieve substantive progress for the program.

The next article in this series will be "Program Perspective — Internal and External View of a Project." To comment on this article, e-mail a Letter to the Editor at LetterToEditor@asc.belvoir.army.mil.

COL John D. Burke is the Director, Unmanned Systems Integration, Army G-3/-5/-7, HQDA. He previously served as the Army's Unmanned Aircraft Systems Project Manager, PEO Aviation.

News Briefs

Troops Could Have New Picatinny-Developed Smart Artillery Munition by March

Raymond Sicignano

U.S. military troops in Iraq and Afghanistan could have a significantly more accurate howitzer-fired munition by March 2006, following successful demonstration of the Army's first fully autonomous guided projectile, Excalibur, at Yuma Proving Ground (YPG), AZ, in September 2005.

Officials from the Army Project Manager (PM) for Combat Ammunition Systems, Picatinny Arsenal, NJ, say the 155mm guided Excalibur round, known as the XM982, is more accurate than any currently available. A special team

headquartered in Picatinny is managing the development effort for the 165 Excalibur rounds that have been contracted for \$23 million. The YPG demonstration brought the program a step closer toward fulfilling an urgent request to put Excalibur in Soldiers' hands sometime this year.

The projectile's accuracy is better than 10 meters, a figure that represents a huge improvement over existing munitions. Excalibur will be used in Army and Marine Corps howitzers, including the M109A6 Paladin, the M777 Lightweight 155 Howitzer and the Future Combat Systems (FCS) Non-Line-of-Sight (NLOS) Cannon.

"Excalibur will reduce collateral damage, increase friendly troops' survivability and accomplish the mission more efficiently," said COL Ole Knudson, the PM who oversees Army combat ammunition development programs. Knudsen called the YPG demonstration a tremendous success. "Excalibur has been proven at the system level to meet its precision and lethality objectives," he said.

The demonstration consisted of firing an Excalibur projectile from a Paladin 155mm self-propelled howitzer at a target 15 kilometers away. Eyewitnesses said the munition detonated successfully within seven meters of the target. The round was set to activate in "height-of-burst" mode using an enhanced portable inductive artillery fuze setter.

During flight, the projectile "de-rolled" successfully, deployed canards, acquired Global Positioning System signals, calculated the navigation solution and maneuvered itself to the target, which it then destroyed.

The Program Executive Office for Ammunition manages the program with the support of the U.S. Army Armament Research, Development and Engineering Center (ARDEC). A cooperative effort between the United States and Sweden,

An M109A6 Paladin 155mm Self-Propelled Howitzer fires the new Excalibur projectile during a demonstration. Coupled with the howitzer's onboard automated fire-control system, Excalibur's enhanced accuracy will make it the munition of choice for the Paladin, M777 Lightweight Howitzer and FCS NLOS weapons platforms. (U.S. Army photo.)

Raytheon Missile Systems and BAE/Bofors Defence Systems formed a contractor team that is designing the munition. Subcontractors include General Dynamics, Honeywell, KDI Precision Products, Interstate Electronics Corp. and EaglePicher Technologies.

Raymond Sicignano is the ARDEC Project Officer for the XM982 Excalibur Precision Guided Projectile.

ALTESS News

ALTESS Customer Support Center

Joseph G. Plott

Acquisition personnel in the program executive and program management offices are continuously under pressure to make quality decisions within stringent budget and schedule constraints. These employees are the acquisition community's tip of the spear for warfighter support. The critical decisions made are fueled by the information from the acquisition database system maintained by the Program Manager Acquisition, Logistics and Technology Enterprise Systems and Services (PM ALTESS) and viewed through numerous end-user applications such as Acquisition Information Management, Web Ammunition, Virtual InSight, Web Army RDA Budget Update Computer System, Smart Charts, Probability of Success, Acquisition Program Baseline, Chief Information Office and Modern Army Recordkeeping System.

Over the years, PM ALTESS has worked to develop, host and merge dozens of acquisition systems into a single database. As PM ALTESS has grown to approximately 87,000 users with its various applications, so has our requirement to provide the acquisition community with timely, high-quality data and support services. Our systems' growth and our desire to provide world-class customer service have enabled us to completely reorganize and redesign our help desk people, processes and infrastructure to create our new "Customer Support Center."

How We Are Reorganizing

As PM ALTESS developed new applications, help desk personnel were placed to support each of those products. PM